



Taking Diversity and Inclusion to the Next Level

# Town of Andover

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## Assessment Report

April 27, 2021

**VISIONS, Inc.**

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# Online Survey Process

## Participants and Process

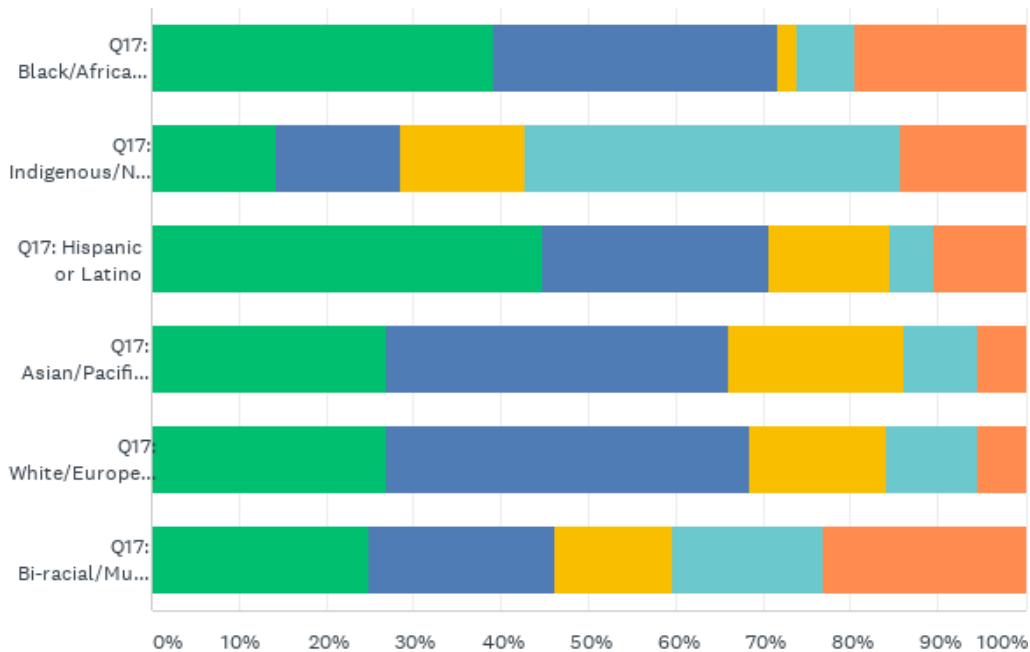
- Initial meetings with Town Manager, Director of Community Services, regular meetings with Andover Diverse Committee to plan, create, implement online survey, create and encourage participation in focus group interviews
- For the assessment, the consultants, along with the group Andover Diverse, co-created an online survey that was made available to the entire community; Many forms of communication were utilized to encourage the community's active participation in both forms of data gathering. These forms of communication included:
  - Email sent through multiple departments with links, and a lengthy introduction sent out no less than 6 times.
  - Same information posted on multiple social media platforms, weekly, for many weeks.
  - Information posted on the Town website in several locations.
  - Short articles in newspapers
  - A longer narrative on the Andover DIVERSE feed
  - Printed announcements in Elder Services newsletter, Recreation newsletter, library newsletter
  - Information sent out to local businesses
  - Announced at Select Board meetings several times

## Demographics

			Town Population
• Race/Ethnicity	#	%	%
• Black/African Descent	46	3.31	2.93
• Indigenous/Native American	7	0.49	0.05
• Hispanic or Latino	58	4.09	8.02
• Asian/Pacific Islander	129	9.59	9.89
• White/European Descent	977	70.94	77.34
• Biracial/Multiracial	49	3.88	1.74
• People who identified as 'Other'	104	7.69	not provided
• Gender			
• Male	448	31.68	48.41
• Female	938	66.34	51.59
• Transgender, Gender Queer,	28	1.98	not provided
• Gender non binary			
• Community Role*			
• Live in Andover	939	65.16	-----
• Work in Andover	218	15.13	-----
• Both	284	19.71	-----
• *Data in Merrimack Valley Planning Commission's report not provided in this way			
• Age**			
• under 20	46	3.21	-----
• 21 – 30	74	5.16	-----
• 31 – 45	367	25.59	-----
• 46 – 60	557	38.84	-----
• 61 – 75	302	21.06	-----
• 75 +	88	6.14	-----

\*\*comparison not possible with the Merrimack Valley Planning Commission's data as the ages scales used were different (i.e., ages 1 0 - 19, 20 - 29, etc.)

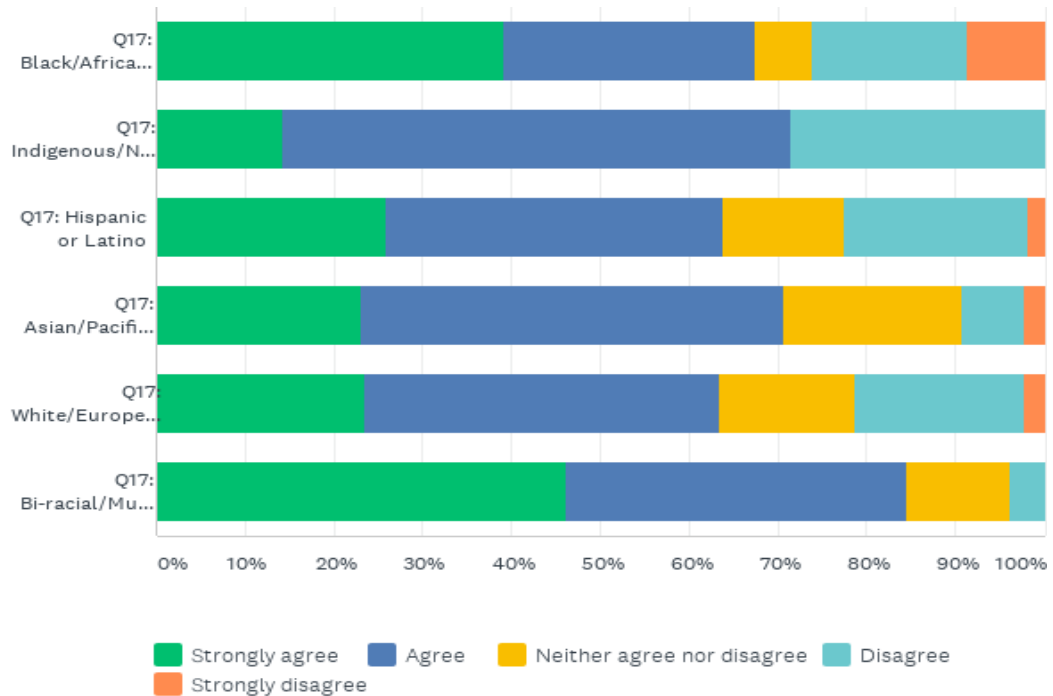
## Q1: I believe that racism is a concern in Andover.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	39.13% 18	32.61% 15	2.17% 1 CDEF	6.52% 3	19.57% 9 DE	3.62% 46
Q17: Indigenous/Native American (B)	14.29% 1	14.29% 1	14.29% 1	42.86% 3	14.29% 1	0.55% 7
Q17: Hispanic or Latino (C)	44.83% 26 DEF	25.86% 15 E	13.79% 8 A	5.17% 3 F	10.34% 6	4.56% 58
Q17: Asian/Pacific Islander (D)	26.92% 35 C	39.23% 51 F	20.00% 26 A	8.46% 11	5.38% 7 AF	10.23% 130
Q17: White/European Descent (E)	26.99% 264 C	41.51% 406 CF	15.54% 152 A	10.43% 102	5.52% 54 AF	76.95% 978
Q17: Bi-racial/Multi-racial (F)	25.00% 13 C	21.15% 11 DE	13.46% 7 A	17.31% 9 C	23.08% 12 DE	4.09% 52
Total Respondents	357	499	195	131	89	1,271

For this question, the largest population segments, White, Hispanic, Asian/Pacific Islander were aligned in that most of these respondents believe that racism is a concern in Andover. In addition, Black/African Descent respondents also aligned with this perspective, although 46% of participants identifying themselves as bi/multiracial concurred.

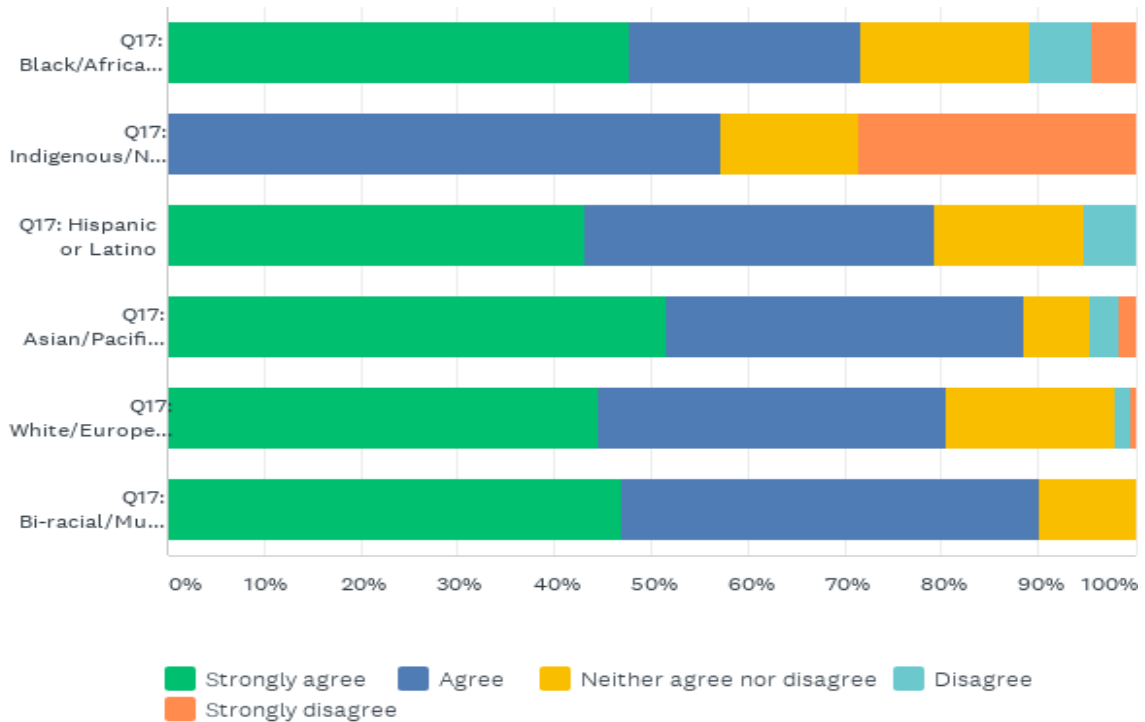
## Q2: I regularly interact with people from other cultural backgrounds in Andover.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	39.13% 18 DE	28.26% 13 D	6.52% 3 D	17.39% 8 DF	8.70% 4 EF	3.61% 46
Q17: Indigenous/Native American (B)	14.29% 1	57.14% 4	0.00% 0	28.57% 2	0.00% 0	0.55% 7
Q17: Hispanic or Latino (C)	25.86% 15 F	37.93% 22	13.79% 8	20.69% 12 DF	1.72% 1	4.55% 58
Q17: Asian/Pacific Islander (D)	23.08% 30 AF	47.69% 62 A	20.00% 26 A	6.92% 9 ACE	2.31% 3	10.19% 130
Q17: White/European Descent (E)	23.40% 230 AF	40.08% 394	15.16% 149	19.23% 189 DF	2.14% 21 A	77.04% 983
Q17: Bi-racial/Multi-racial (F)	46.15% 24 CDE	38.46% 20	11.54% 6	3.85% 2 ACE	0.00% 0 A	4.08% 52
Total Respondents	318	515	192	222	29	1,276

What is interesting about this question is that between 62 and 85% of all participants see themselves as interacting with people from other cultural backgrounds. Given the very large discrepancy in the demographics between Whites and other culturally identified people, there was an expectation by the consultants that many of the White participants would have answered this question with a much smaller percentage. It may be that participants had a broader definition of cultural background (for example, including ethnicity, gender, religion, etc.).

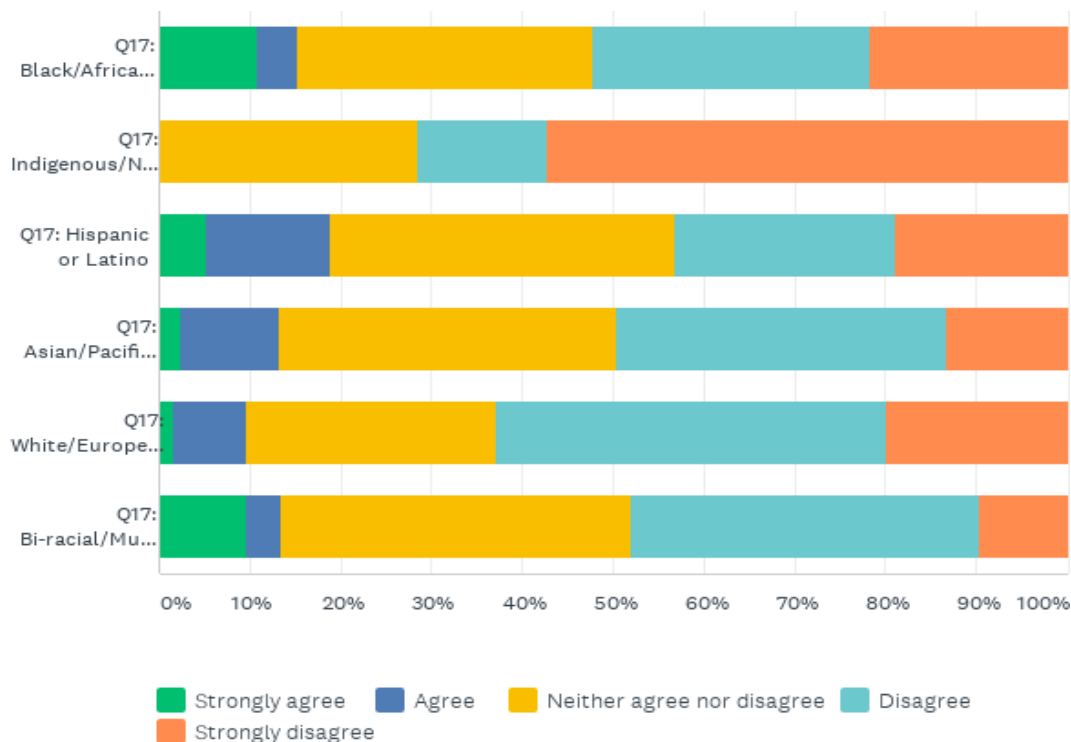
### Q3: I encourage people in Andover to share their unique cultural perspectives and experiences.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	47.83% 22	23.91% 11 F	17.39% 8 D	6.52% 3 E	4.35% 2 E	3.61% 46
Q17: Indigenous/Native American (B)	0.00% 0	57.14% 4	14.29% 1	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	43.10% 25	36.21% 21	15.52% 9	5.17% 3	0.00% 0	4.55% 58
Q17: Asian/Pacific Islander (D)	51.54% 67	36.92% 48	6.92% 9 AE	3.08% 4	1.54% 2	10.20% 130
Q17: White/European Descent (E)	44.66% 439	35.81% 352	17.50% 172 D	1.63% 16 A	0.41% 4 A	77.10% 983
Q17: Bi-racial/Multi-racial (F)	47.06% 24	43.14% 22 A	9.80% 5	0.00% 0	0.00% 0	4.00% 51
Total Respondents	577	458	204	26	10	1,275

This question speaks to the sense of cultural curiosity and kinds of conversations Andover residents and people who work in Andover have with each other. Between 70 and 90 % of all respondents believe they are having these kinds of conversations. This is aligned with some of the open ended responses in this survey pointing towards the community being perceived as well intentioned and welcoming.

**Q4: I frequently ask a person from a different group (race/ethnicity, religion, gender, sexual orientation, ability, etc.) about how my behavior has impacted them.**

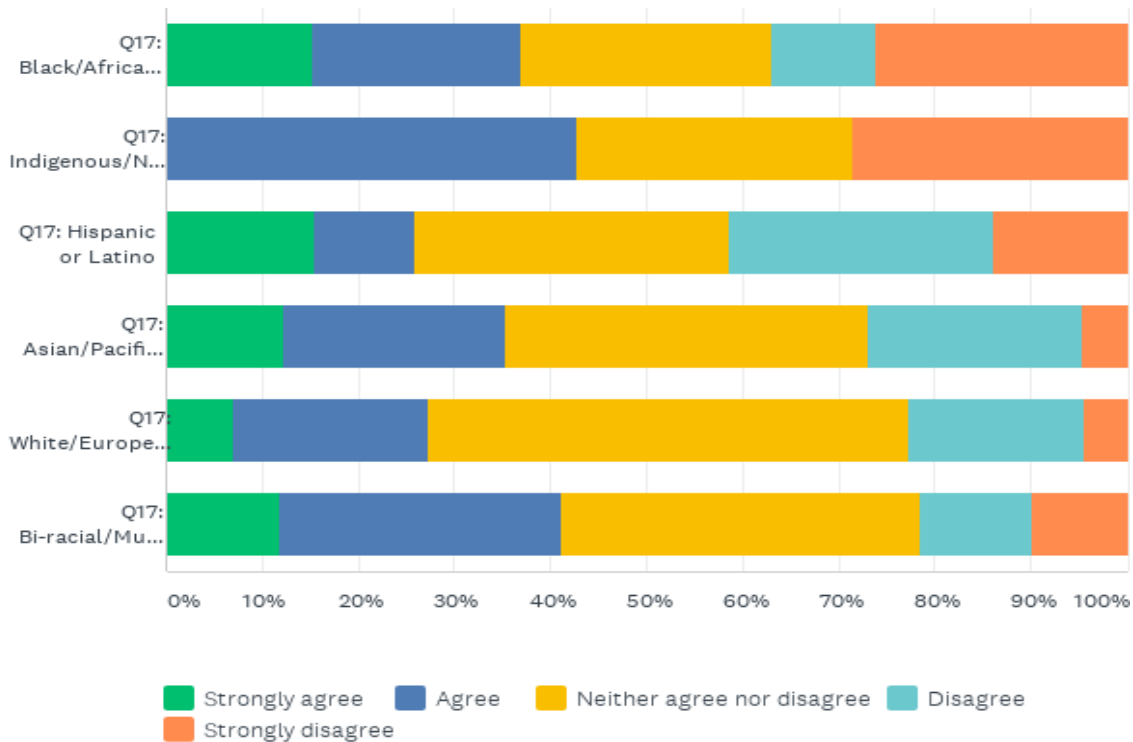


	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	10.87% 5 DE	4.35% 2	32.61% 15	30.43% 14	21.74% 10	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	0.00% 0	28.57% 2	14.29% 1	57.14% 4	0.55% 7
Q17: Hispanic or Latino (C)	5.17% 3 E	13.79% 8	37.93% 22	24.14% 14 E	18.97% 11	4.56% 58
Q17: Asian/Pacific Islander (D)	2.33% 3 AF	10.85% 14	37.21% 48 E	36.43% 47	13.18% 17	10.14% 129
Q17: White/European Descent (E)	1.53% 15 ACF	8.16% 80	27.55% 270 D	42.86% 420 C	19.90% 195	77.04% 980
Q17: Bi-racial/Multi-racial (F)	9.62% 5 DE	3.85% 2	38.46% 20	38.46% 20	9.62% 5	4.09% 52
Total Respondents	31	106	377	516	242	1,272

This question was designed to examine whether respondents saw themselves as skilled in being able to listen to feedback, ask for it, notice the ways that they can interact with others that may have challenging results, particularly across cultural and other differences. The fact that between 82 and 98% of the respondents did not see themselves in this way may mean that there is little confidence (or sense of competence) in being able to be in these kinds of conversations.



## Q5: Town leadership’s management decisions reflect a commitment to diversity, equity, and inclusion in/for the community.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	15.22% 7 E	21.74% 10 E	26.09% 12 E	10.87% 5 C	26.09% 12 DEF	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	42.86% 3	28.57% 2	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	15.52% 9 E	10.34% 6 DF	32.76% 19 E	27.59% 16 AF	13.79% 8 DE	4.56% 58
Q17: Asian/Pacific Islander (D)	12.31% 16 E	23.08% 30 C	37.69% 49 E	22.31% 29	4.62% 6 AC	10.22% 130
Q17: White/European Descent (E)	7.04% 69 ACD	20.31% 199	49.90% 489 ACD	18.27% 179	4.49% 44 AC	77.04% 980
Q17: Bi-racial/Multi-racial (F)	11.76% 6	29.41% 15 C	37.25% 19	11.76% 6 C	9.80% 5 A	4.01% 51
Total Respondents	107	263	590	235	77	1,272

For this question, between 55 and 75% of respondents either did not agree with or were not aware of town management’s decisions reflecting a commitment to DEI for the community. The large number of respondents who neither agreed nor disagreed, we think, speaks to a lack of information that participants, and thus the community, have about how leadership responds. Thus, the data suggests the need for town management to be more transparent and intentionally communicative related to DEI responsiveness.

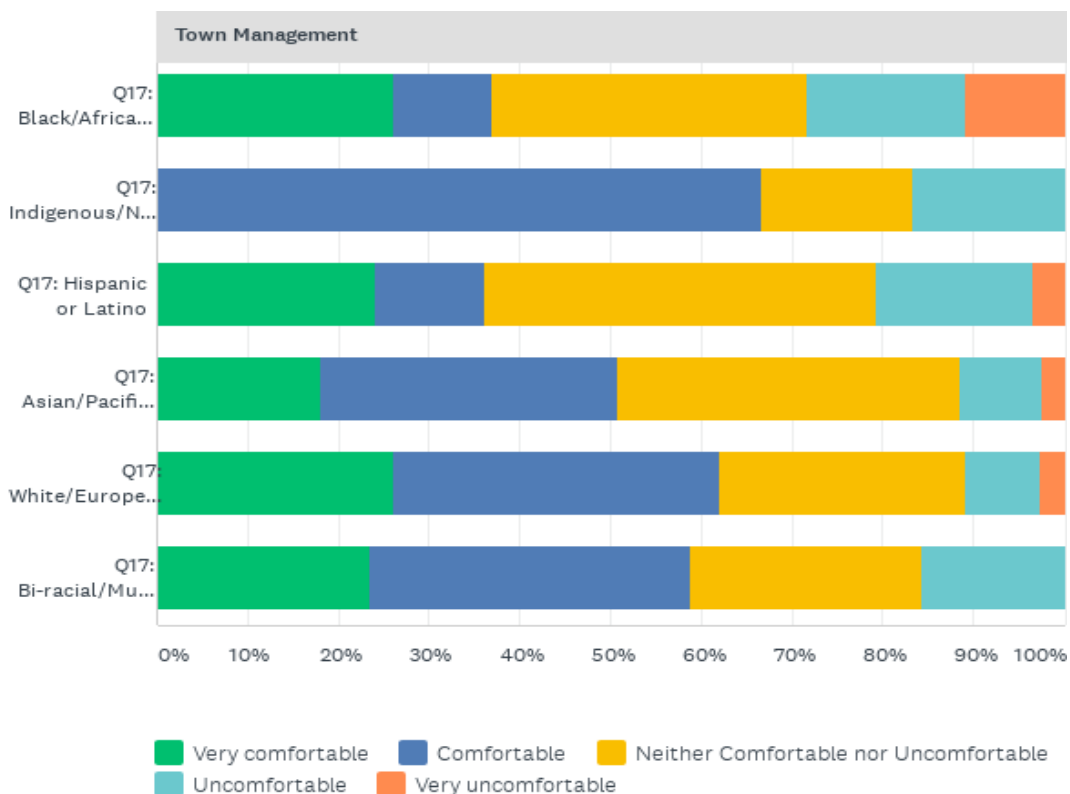
**Q6: Please rate your level of comfort interacting with the following public services in Andover:**

**Overall summary of responses from all groups**

	VERY COMFORTABLE	COMFORTABLE	NEITHER COMFORTABLE NOR UNCOMFORTABLE	UNCOMFORTABLE	VERY UNCOMFORTABLE	TOTAL
Town Management	26.03% 367	32.98% 465	28.65% 404	9.01% 127	3.33% 47	1,410
Schools	32.75% 453	32.47% 449	23.50% 325	8.82% 122	2.46% 34	1,383
Fire Department	33.69% 469	34.48% 480	25.29% 352	5.24% 73	1.29% 18	1,392
Police	31.37% 437	31.30% 436	20.75% 289	10.34% 144	6.25% 87	1,393
Other town services (ie. Library, Recreation department. etc.)	52.91% 746	34.54% 487	10.21% 144	1.84% 26	0.50% 7	1,410
Business community	33.38% 464	38.71% 538	22.81% 317	4.17% 58	0.94% 13	1,390
Faith communities	32.95% 462	31.60% 443	29.46% 413	3.78% 53	2.21% 31	1,402
Healthcare	35.08% 496	35.08% 496	26.24% 371	2.76% 39	0.85% 12	1,414

**Please see pages 11 – 18 for examination of these results.**

## Q6: Please rate your level of comfort interacting with the following public services in Andover:

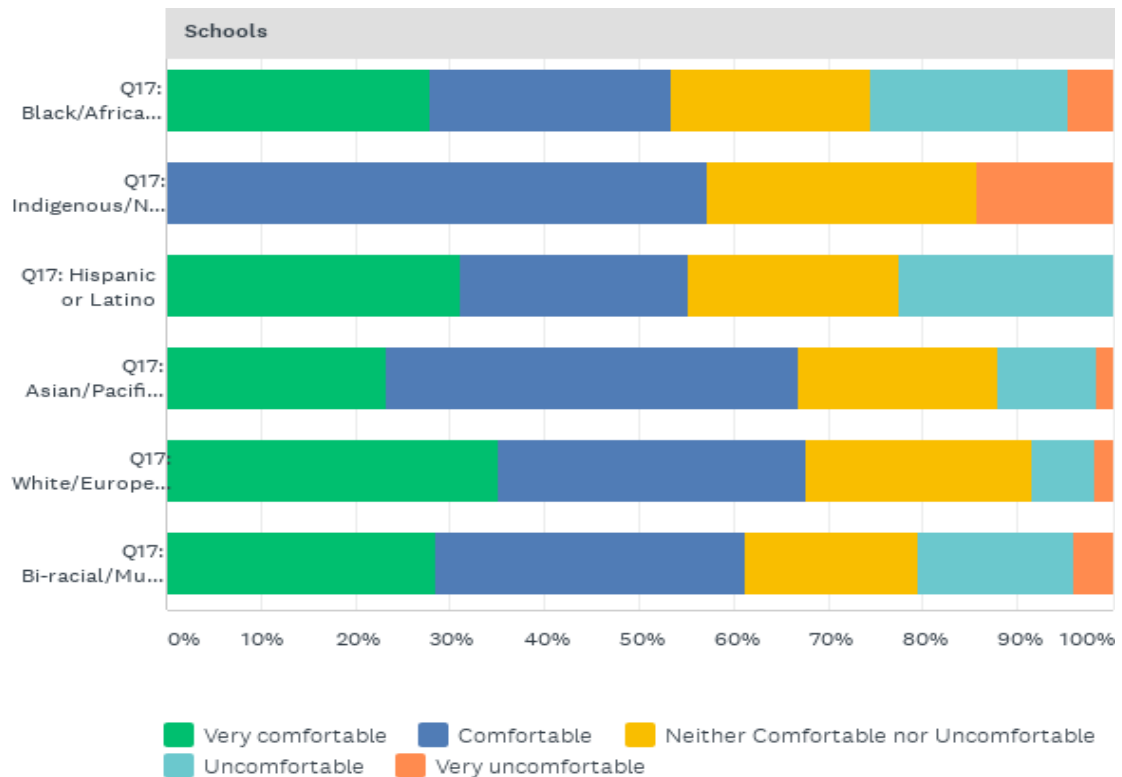


### Town Management

There is a wide range of responses to the comfort level with interacting with Town Management. On one hand Black/African Descent and Hispanic or Latina respondents equally have a low level of comfort when engaging with town management, while Bi/Multiracial and White respondents rated themselves as mostly comfortable (59% and 62% respectively). On the other side of this, Black/African descent and Hispanic or Latino respondents were the groups who reported the highest prevalence of feeling uncomfortable (Black African descent at 28% and Hispanic or Latino at 21%).

The large number of 'neither comfortable nor uncomfortable' responses may be reflective of respondents not having much contact with town management other than through announcements (which also connects to not knowing what the town is doing to respond to DEI related concerns or how effective the town responds to incidents/concerns around race). More information is needed to connect these results to some additional conclusions.

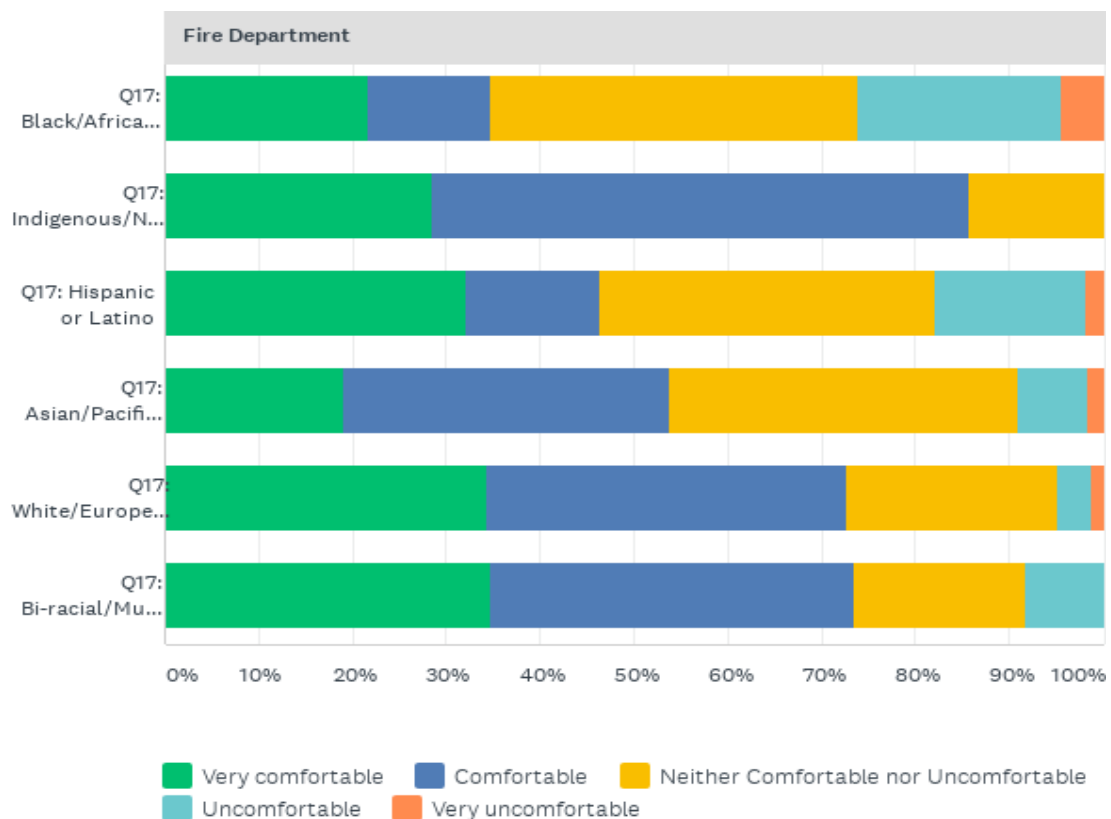
**Q6: Please rate your level of comfort interacting with the following public services in Andover:**



**Schools**

While most of the respondents reported they feel comfortable interacting with the schools (ranging from 52% Black/African descent to White and Asian at 67%), of note also is the range of differences between the White (8%), Asian/Pacific Islander (12%), Hispanic or Latino (23%), and Black/African Descent (26%) respondents who reported they feel uncomfortable interacting with the schools.

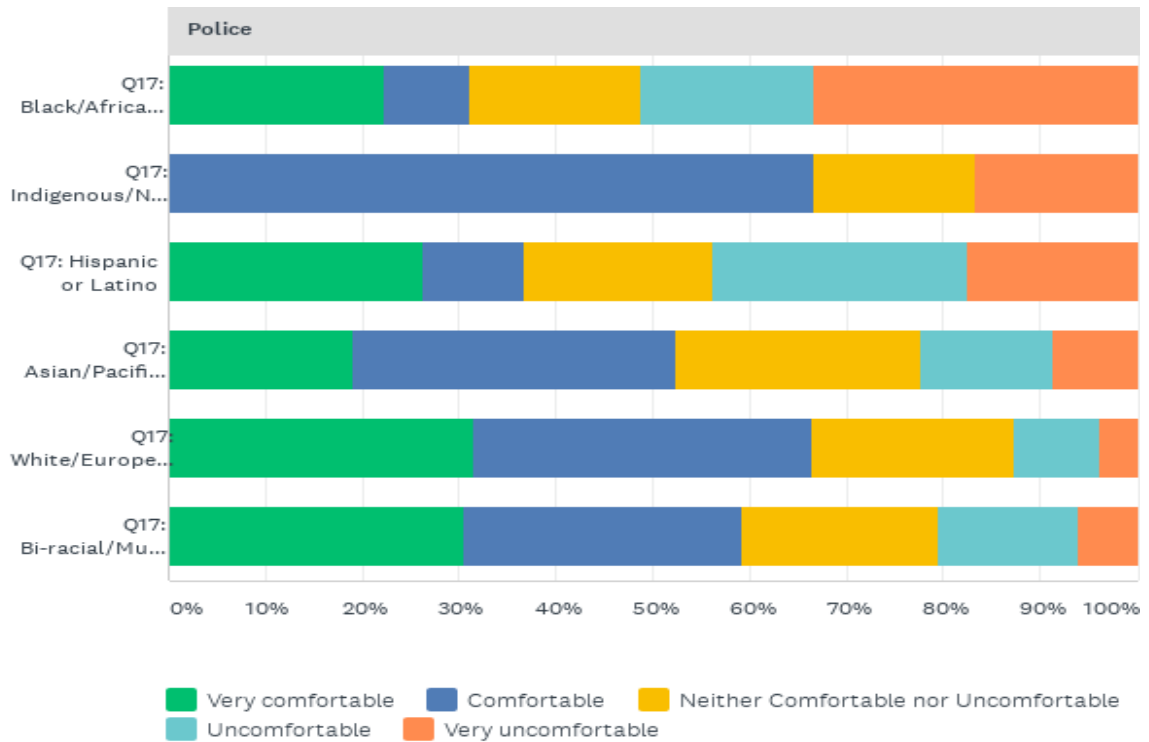
**Q6: Please rate your level of comfort interacting with the following public services in Andover:**



**Fire Department**

There is a large gap between the comfort level of all respondents: Bi/Multiracial and White respondents (73%), Asian/Pacific Islander (53%), Hispanic or Latino (47%), and Black/African descent (35%). The fact that a large number of respondents in most of these groups stated 'neither comfortable nor uncomfortable' may reflect little contact, if any with the department. What is of note is the alignment that three groups demonstrate regarding level of comfort interacting with the fire department and with the police. For Black/African descent (35% and 31% respectively) and Asian/Pacific Islander (43% and 42% respectively) respondents in particular, their responses across the two questions were very close, reflecting a consistent, yet small, level of comfort with each department. There was a gap between the Hispanic or Latino respondents' level of comfort across the two questions (47% for the fire department and 37% for the police).

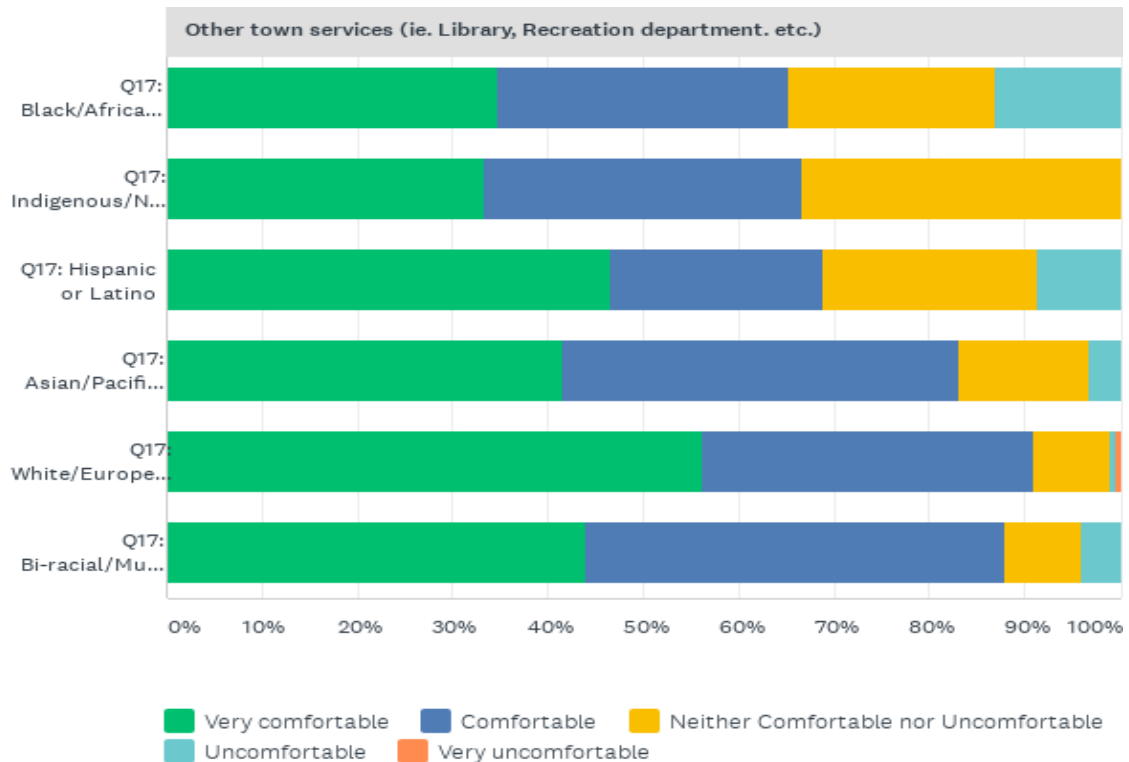
**Q6: Please rate your level of comfort interacting with the following public services in Andover:**



**Police**

There was a range in the level of comfort with interacting with the police, and combined with the explicit discomfort reported from these two groups (Black/African Descent at 51% and Hispanic or Latino at 43%) may reflect, as indicated in some of the text responses, the experiences Black/African descent, and Hispanic or Latino have reported (also reported by white participants noticing these incidents) of being stopped/followed/questioned by the police.

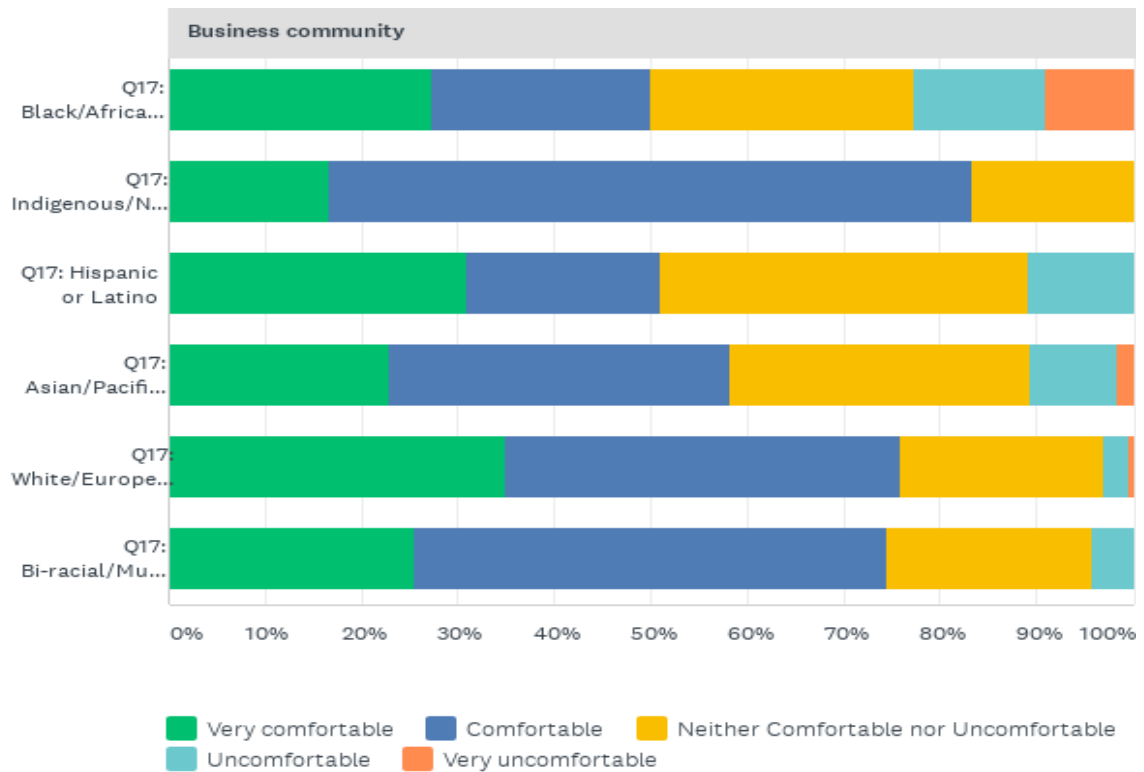
**Q6: Please rate your level of comfort interacting with the following public services in Andover:**



**Other town services (i.e., library, Recreation department, etc.)**

There was a good deal of alignment for many of the groups regarding these services, ranging from 65% (Black/African descent) to 91% (White) comfort level. For a few of these groups (Black/African descent, Hispanic or Latino) there was a large number of respondents who marked 'neither comfortable nor uncomfortable', which is likely to reflect little, if any contact with these services.

**Q6: Please rate your level of comfort interacting with the following public services in Andover:**

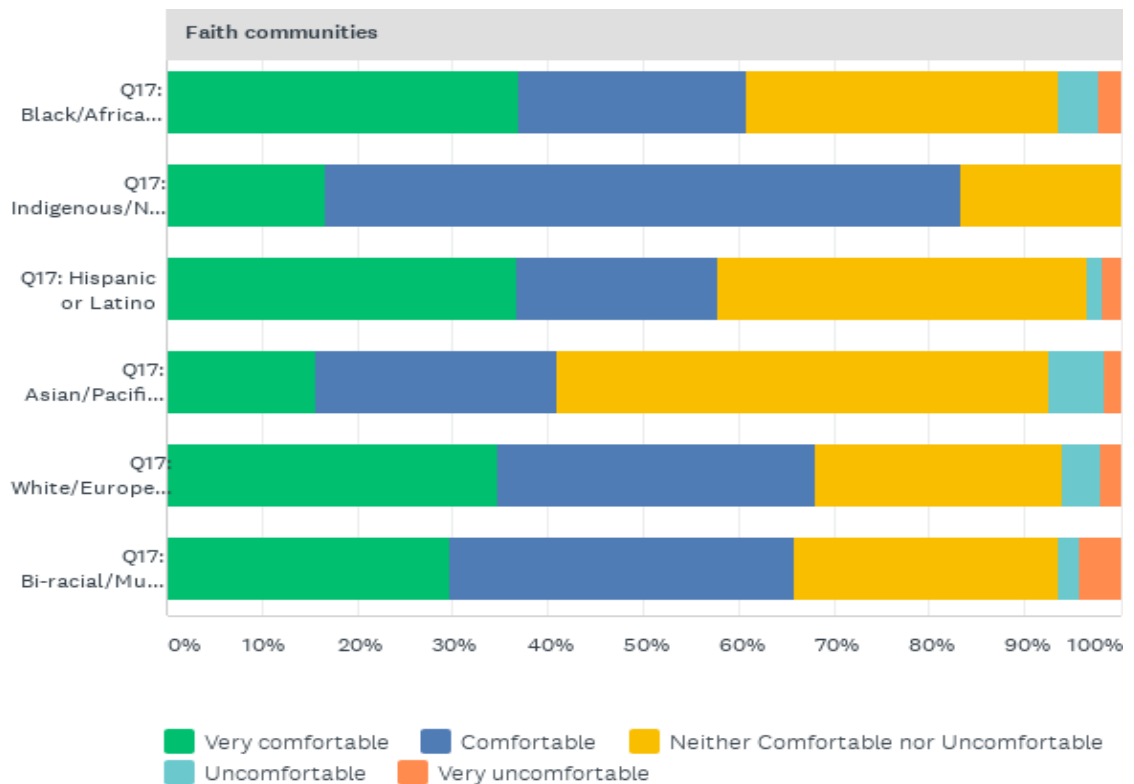


**Business community**

The large number of respondents that chose 'neither comfortable nor uncomfortable' for this question may reflect lack of clarity on what the 'business community' represents – i.e., all businesses, town related businesses; or it may merely reflect that respondents do not have a strong feeling in either direction relative to the business community. The distribution of White and Bi/Multiracial respondents feeling more comfortable and Asian/Pacific Islander, Hispanic or Latino and Black/African descent respondents feeling less comfortable is consistent with the overall distribution of many of the responses to the questions; that is Whites most often report comfort while other racial ethnic groups report less comfort.



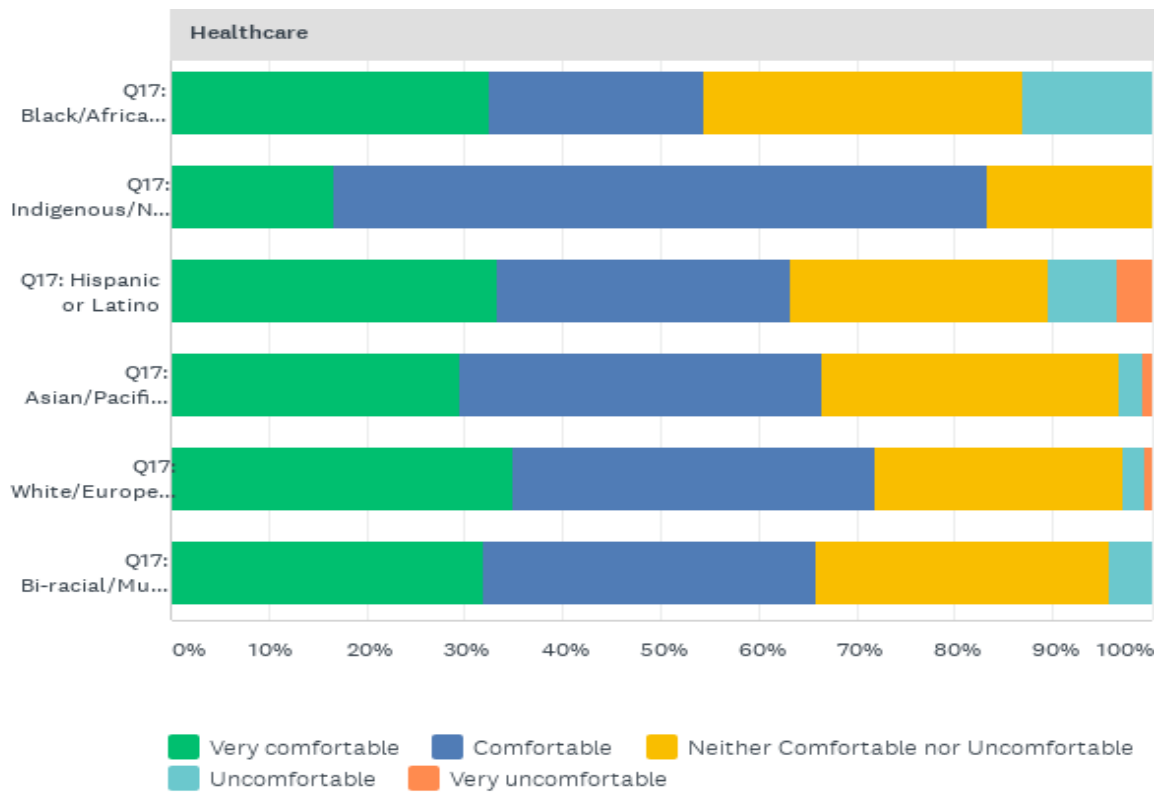
**Q6: Please rate your level of comfort interacting with the following public services in Andover:**



**Faith communities**

There was also a range of level of comfort interacting with faith communities. For many groups, there was a large number percentage here of 'neither comfortable nor uncomfortable', which may reflect lack of contact, perhaps less involved with the kinds of faith communities that exist in Andover, no connection to religion, lack of awareness of what is available, as well as, perhaps, not possessing a strong feeling in either direction. What is of note is the Asian/Pacific Islander respondents (41%) exhibited a much lower level of comfort than everyone else (Hispanic or Latino (58%), Black/African descent (61%), Bi/Multiracial (65%) and White (67%). While this may reflect a lack of feeling as welcomed as others, more information is required to conclude this. It may reflect the different ways that Asians/Pacific Islanders attend to their faith connections.

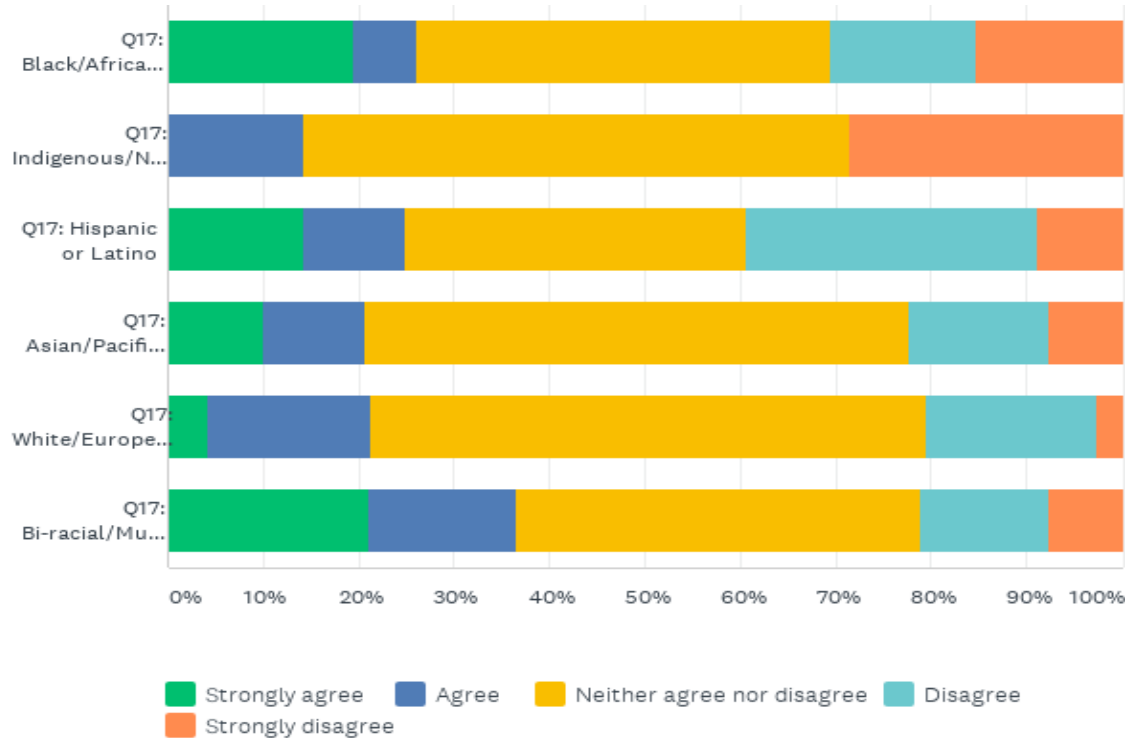
## Q6: Please rate your level of comfort interacting with the following public services in Andover:



### Healthcare

The level of comfort with interacting with healthcare and its institutions was much more closely aligned across the groups than for any other category. While most respondents in all groups felt comfortable (Black/African decent at 54%, Hispanic or Latino at 63%, Asian/Pacific Islander and Bi/Multiracial at 66%, and White at 72%) there was also a large number of 'neither comfortable nor uncomfortable' responses across all groups. It is uncertain whether this is connected to indifferent perspectives, some respondents getting their healthcare needs met outside of the community or some other factor(s). Again, more information would be needed to be more certain about what this reflects.

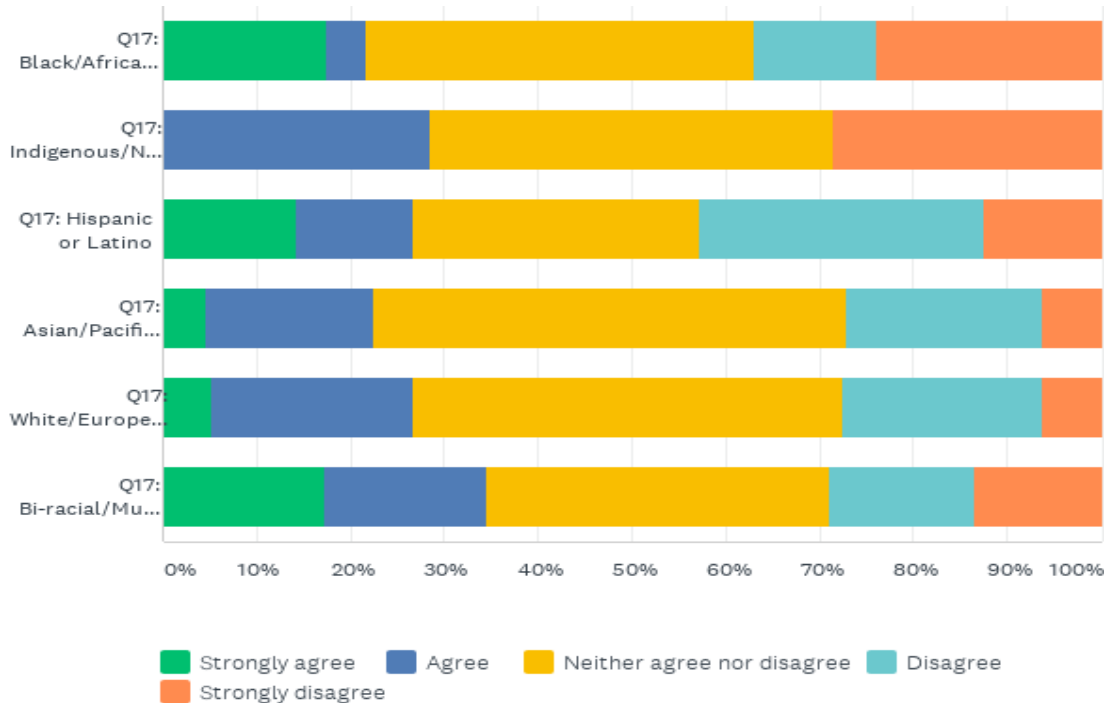
## Q7: Andover is welcoming to businesses led by marginalized groups.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	19.57% 9 E	6.52% 3	43.48% 20 E	15.22% 7	15.22% 7 E	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	14.29% 1	57.14% 4	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	14.29% 8 E	10.71% 6	35.71% 20 DE	30.36% 17 DEF	8.93% 5 E	4.40% 56
Q17: Asian/Pacific Islander (D)	10.00% 13 EF	10.77% 14	56.92% 74 C	14.62% 19 C	7.69% 10 E	10.22% 130
Q17: White/European Descent (E)	4.18% 41 ACDF	17.13% 168	58.21% 571 ACF	17.94% 176 C	2.55% 25 ACDF	77.12% 981
Q17: Bi-racial/Multi-racial (F)	21.15% 11 DE	15.38% 8	42.31% 22 E	13.46% 7 C	7.69% 4 E	4.09% 52
Total Respondents	82	200	711	226	53	1,272

The data from this question may reflect a couple of issues: 1) that there is little information, and therefore a need to communicate more effectively to the community about businesses own/led by people from historically marginalized (People of Color, immigrants, members of LGBTQIA community, etc.); and 2) the potential of a lack of clarity participants may have experienced with the question itself. The use of the word ‘marginalized’ could have caused some confusion with some of the participants.

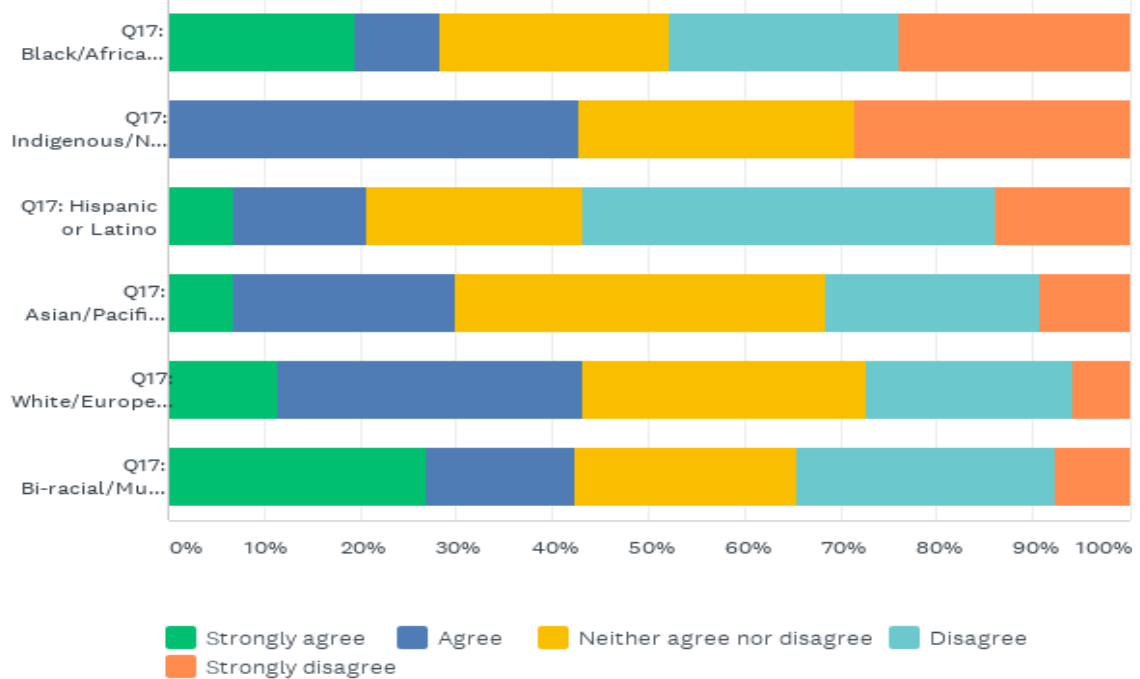
## Q8: Town management and services respond appropriately in responding to incidents around race.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	17.39% 8 DE	4.35% 2 DEF	41.30% 19	13.04% 6 C	23.91% 11 DE	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	28.57% 2	42.86% 3	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	14.29% 8 DE	12.50% 7	30.36% 17 DE	30.36% 17 A	12.50% 7	4.41% 56
Q17: Asian/Pacific Islander (D)	4.65% 6 ACF	17.83% 23 A	50.39% 65 C	20.93% 27	6.20% 8 A	10.15% 129
Q17: White/European Descent (E)	5.30% 52 ACF	21.41% 210 A	45.77% 449 C	21.20% 208	6.32% 62 AF	77.18% 981
Q17: Bi-racial/Multi-racial (F)	17.31% 9 DE	17.31% 9 A	36.54% 19	15.38% 8	13.46% 7 E	4.09% 52
Total Respondents	83	253	572	266	97	1,271

Upon initial examination, it appears there is some degree of alignment across the respondents in that only between 23 and 35% of the respondents agreed that town management and services respond appropriately to incidents around race. However, when examining the large number of responses reflecting neither agree nor disagree percentage here, it may be that either the respondents don't know of how town management is responding, or they could be unaware of the incidents themselves. In either case, we see this as a communication issue; that town management may need to communicate more about the incidents themselves, and be more transparent about what they are doing to respond to them. More information is needed to get a more accurate sense of how people actually feel.

## Q10: I can raise issues about unfair treatment without fear of consequences.

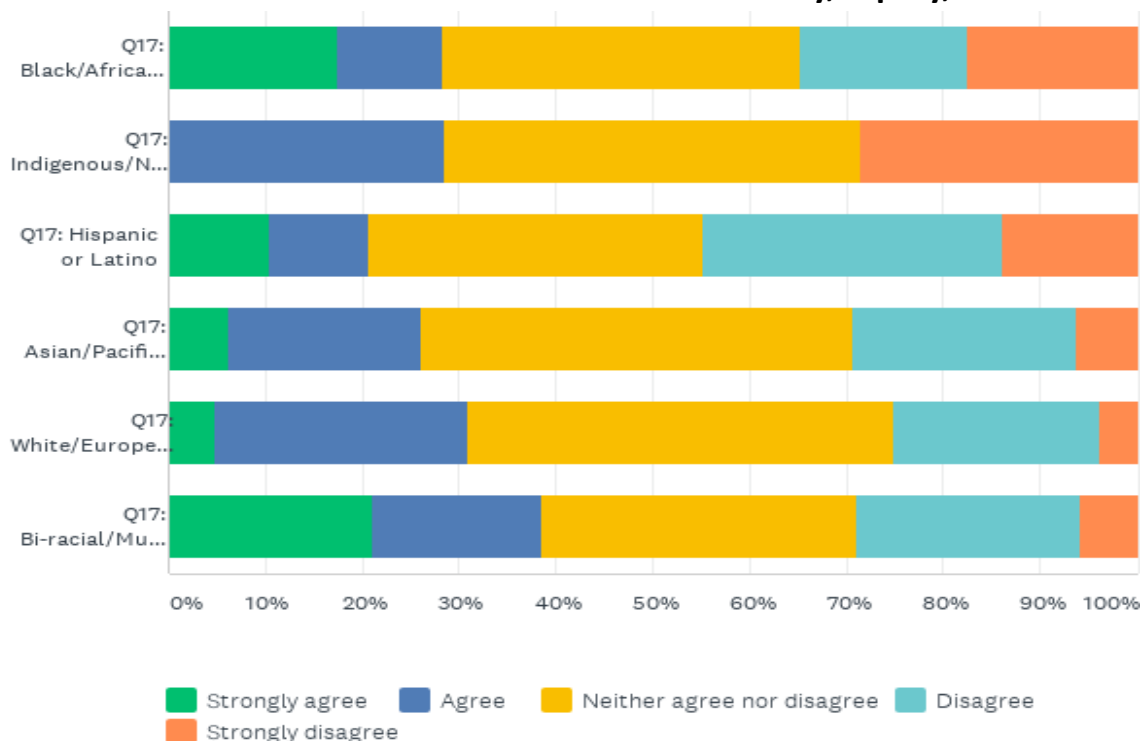


	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	19.57% 9 D	8.70% 4 DE	23.91% 11	23.91% 11 C	23.91% 11 DEF	3.61% 46
Q17: Indigenous/Native American (B)	0.00% 0	42.86% 3	28.57% 2	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	6.90% 4 F	13.79% 8 E	22.41% 13 D	43.10% 25 ADE	13.79% 8 E	4.56% 58
Q17: Asian/Pacific Islander (D)	6.92% 9 AF	23.08% 30 AE	38.46% 50 CEF	22.31% 29 C	9.23% 12 A	10.21% 130
Q17: White/European Descent (E)	11.43% 112 F	31.84% 312 ACDF	29.49% 289 D	21.43% 210 C	5.82% 57 AC	76.98% 980
Q17: Bi-racial/Multi-racial (F)	26.92% 14 CDE	15.38% 8 E	23.08% 12 D	26.92% 14	7.69% 4 A	4.08% 52
Total Respondents	148	365	377	289	94	1,273

While there is a range of responses to this question, ranging from 20% to 40% agreement, most of the respondents could not agree with this statement, which can reflect lack of safety in bringing up issues/concerns and therefore fear, or perhaps backlash to having done so already experienced. Within that set of disagreement responses, Hispanic and Black/African descent diaspora seemed again to be quite similar, with 60% of Hispanic respondents disagreeing, and 50% of Black/African diaspora respondents disagreeing.

The large number of 'neither agree or disagree' percentage here may reflect the lack of understanding of how and where to bring up concerns, which again could mean that the town could improve its effectiveness in identifying and communicating to the community a process for addressing concerns.

## Q11: Does the Town address concerns related to diversity, equity, and inclusion?



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	17.39% 8 DE	10.87% 5 E	36.96% 17	17.39% 8	17.39% 8 DE	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	28.57% 2	42.86% 3	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	10.34% 6	10.34% 6 E	34.48% 20	31.03% 18	13.79% 8 E	4.56% 58
Q17: Asian/Pacific Islander (D)	6.15% 8 AF	20.00% 26	44.62% 58	23.08% 30	6.15% 8 A	10.23% 130
Q17: White/European Descent (E)	4.91% 48 AF	25.97% 254 AC	44.07% 431	21.17% 207	3.89% 38 AC	76.95% 978
Q17: Bi-racial/Multi-racial (F)	21.15% 11 DE	17.31% 9	32.69% 17	23.08% 12	5.77% 3	4.09% 52
Total Respondents	81	302	546	275	67	1,271

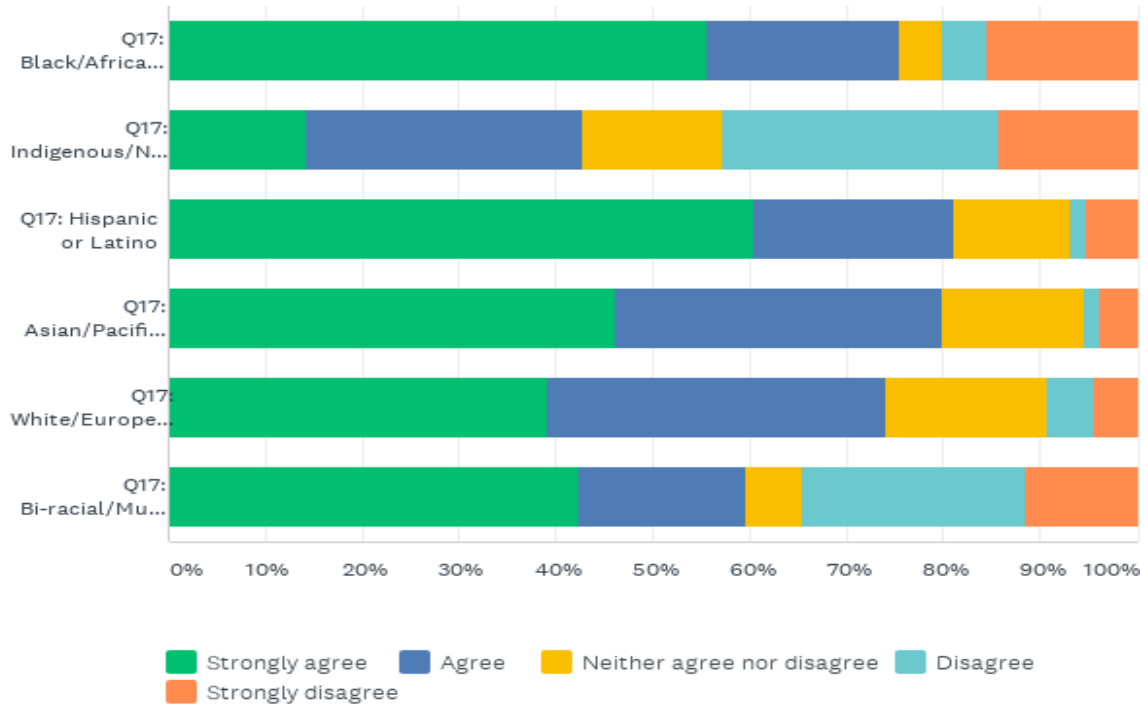
Please see examination of these results on next page.

## **Q11: Does the Town address concerns related to diversity, equity, and inclusion?**

This question is aligned with Question 8. As in Question 8, the large number of responses reflecting neither agree nor disagree percentage here may reflect that either the respondents don't know how or whether the town addresses DEI related concerns, or they could be unaware of the concerns themselves. Again, this may be indicative of the need for the town to communicate more about the concerns and how they are going about addressing them.

What is of note, is the alignment between Q8 and Q11 with regard to the Hispanic responses (43% on Q8 and 45% on Q11) that disagree with each statement that the town does not address DEI related concerns, and that town management and services do not respond appropriately to incidents around race. Similar alignment is demonstrated across the two questions for Black/African descent respondents; namely, 35% of Black/African descent respondents disagreed that the town addresses DEI related concerns, and 35% disagreed that town management and services respond appropriately to incidents around race.

## Q12: Should the Town of Andover do more to address diversity, equity, and inclusion?



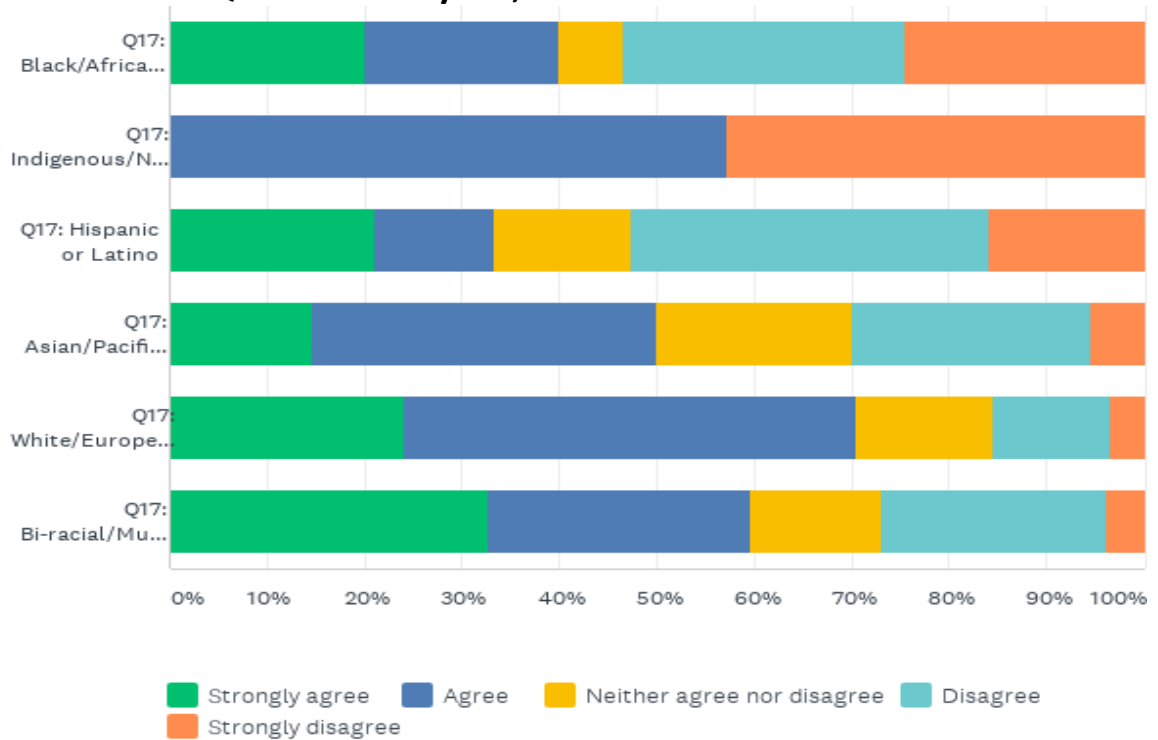
	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	55.56% 25 E	20.00% 9 E	4.44% 2 E	4.44% 2 F	15.56% 7 DE	3.54% 45
Q17: Indigenous/Native American (B)	14.29% 1	28.57% 2	14.29% 1	28.57% 2	14.29% 1	0.55% 7
Q17: Hispanic or Latino (C)	60.34% 35 E	20.69% 12 E	12.07% 7	1.72% 1 F	5.17% 3	4.56% 58
Q17: Asian/Pacific Islander (D)	46.15% 60	33.85% 44 F	14.62% 19	1.54% 2 F	3.85% 5 AF	10.22% 130
Q17: White/European Descent (E)	39.18% 384 AC	34.90% 342 ACF	16.63% 163 AF	4.90% 48 F	4.39% 43 AF	77.04% 980
Q17: Bi-racial/Multi-racial (F)	42.31% 22	17.31% 9 DE	5.77% 3 E	23.08% 12 ACDE	11.54% 6 DE	4.09% 52
Total Respondents	527	418	195	67	65	1,272

For this question, with the exception of Indigenous respondents (with an N=7, 2 or more responses in one direction of agree or disagree heavily impact the distribution), most of the respondents (60% of Bi/Multiracial, 74% of Whites, 75% of Black/African Descent, 80% of Asian/Pacific Islander, and 81% Hispanic) reported they think that the town should do more to address DEI. As we connect this to question 11, the responses to this question reflect not only the need for the town to do more; part of that increase is likely to be the communication/transparency around what the town is doing and how.

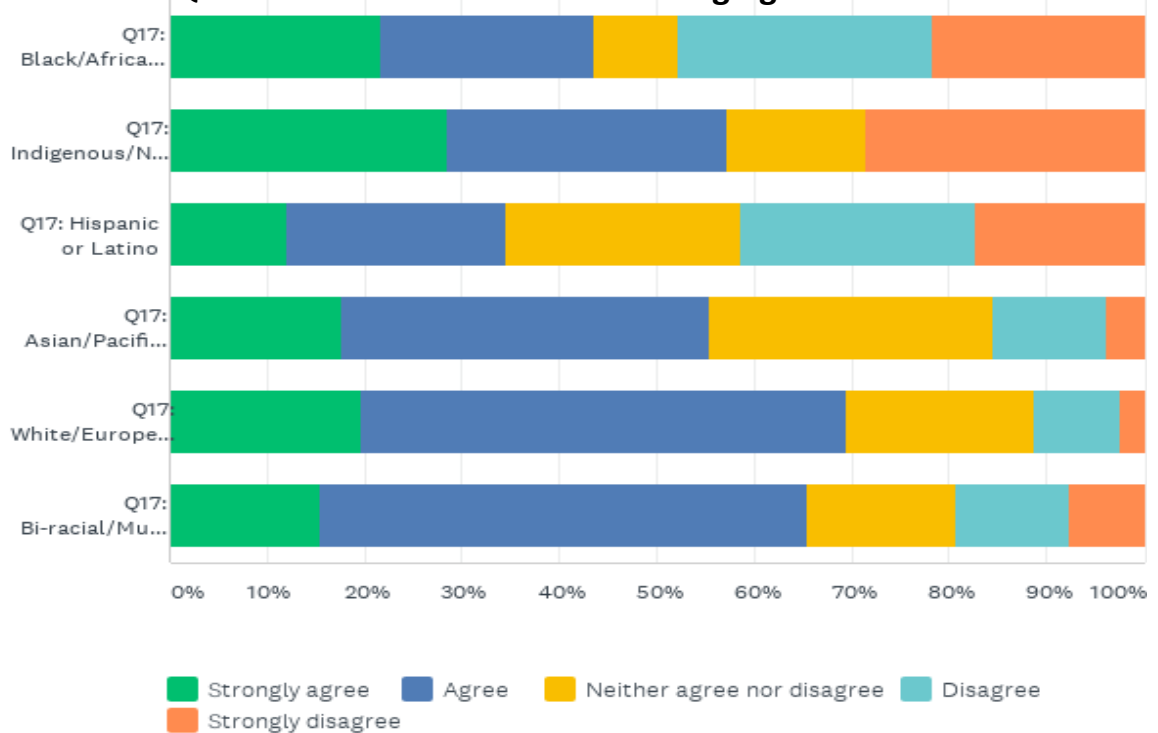


## Question 9 and Question 13 will be examined together:

**Q 9: I can be my full, authentic self in Andover.**



## Question 13: I feel a sense of belonging in Andover.



### Q 9: I can be my full, authentic self in Andover.

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	20.00% 9	20.00% 9 E	6.67% 3 D	28.89% 13 E	24.44% 11 DEF	3.53% 45
Q17: Indigenous/Native American (B)	0.00% 0	57.14% 4	0.00% 0	0.00% 0	42.86% 3	0.55% 7
Q17: Hispanic or Latino (C)	21.05% 12	12.28% 7 DE	14.04% 8	36.84% 21 E	15.79% 9 DEF	4.48% 57
Q17: Asian/Pacific Islander (D)	14.62% 19 EF	35.38% 46 CE	20.00% 26 A	24.62% 32 E	5.38% 7 AC	10.21% 130
Q17: White/European Descent (E)	24.13% 237 D	46.33% 455 ACDF	14.05% 138	12.12% 119 ACDF	3.36% 33 AC	77.14% 982
Q17: Bi-racial/Multi-racial (F)	32.69% 17 D	26.92% 14 E	13.46% 7	23.08% 12 E	3.85% 2 AC	4.08% 52
Total Respondents	294	535	182	197	65	1,273

### Question 13: I feel a sense of belonging in Andover.

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	21.74% 10	21.74% 10 DEF	8.70% 4 CD	26.09% 12 DE	21.74% 10 DEF	3.61% 46
Q17: Indigenous/Native American (B)	28.57% 2	28.57% 2	14.29% 1	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	12.07% 7	22.41% 13 DEF	24.14% 14 A	24.14% 14 DE	17.24% 10 DE	4.55% 58
Q17: Asian/Pacific Islander (D)	17.69% 23	37.69% 49 ACE	29.23% 38 AE	11.54% 15 AC	3.85% 5 AC	10.20% 130
Q17: White/European Descent (E)	19.67% 193	49.85% 489 ACD	19.16% 188 D	8.97% 88 AC	2.34% 23 ACF	77.00% 981
Q17: Bi-racial/Multi-racial (F)	15.38% 8	50.00% 26 AC	15.38% 8	11.54% 6	7.69% 4 AE	4.08% 52
Total Respondents	243	589	253	135	54	1,274

There is quite a bit of alignment between these two questions, as they both speak to a sense of belonging and comfort, and how is Andover doing regarding valuing its community members. Of note, most of the White and Bi/Multiracial respondents reportedly agree with these two statements (60 and 70% respectively), while Hispanic (35%), Black/African descent (40%) and Asian/Pacific islander (50%) concurred. On the other end of the scale, Black and Brown alignment was also noted: both Hispanic (53%) and Black/African descent (53%) respondents disagreed with Q9. Also, for Q 13 Black/African Descent (46%) and Hispanic (41%) responses were similar.

## Open Ended Questions

On the following pages are themes for many of the most prevalent responses

### **Q 14: Please describe 1-2 of the Town's strengths with respect to DEI**

- The work of Andover DIVERSE, this survey, having more conversations around
- DEI, etc.
- Schools, inclusive, events, teachers, training, etc.
- A welcoming, inclusive town
- Andover has a good amount of diversity in population
- The Community Services Department 's programming
- Community is well intentioned, listening
- Commitment of leadership on these matters
- Andover's diverse business and organizations (non profits, affinity groups), etc.
- The library; its programming, collections
- The faith community

### **Themes**

- Overall, most of the comments were hopeful and positive
- There were many negative comments
- There were many comments stating that participants had nothing good to say

## Open Ended Questions

### Q 15: Please describe 1-2 challenges Andover has re: DEI

- There is not enough diversity in leadership positions in Town, in the schools or on boards or committees. (2 to 1 margin in terms of frequency of this comment to the second most popular)
- Schools, police, fire and community need to be educated on bias, racism, cultural sensitivity, etc.
- White privilege / bias / ignorance
- Acts of racism by police, fire and kids in school. Many spoke of police following and/or pulling over POC specifically
- Class/classism
- The Town not managing racist incidents well
- Affordable housing

### Themes:

- Schools – need for BIPOC teachers, racism among students, acts not responded to by staff, need for improved curriculum
- Police – racial profiling, disproportionately stopping or following people of color
- Andover – described as a “white bubble” where class is a major issue and white people hold all positions of power

## Open Ended Questions

### **Q 16: Identify 1-2 next steps you would recommend re: DEI:**

- Curriculum/culture change in the schools
- Hire a more diverse work force, diverse volunteers in leadership roles
- Education/training for Town/school staff, boards, elected officials, community
- Hold more diverse celebrations/opportunities for people to come together in celebration
- Engage the community/engage with BIPOC community
- Communicate, condemn racist acts, address racist symbols
- Manage complaints with action, establish a system to report complaints
- (tied) Increase affordable housing / Police, Fire training/transparency/oversight

### **Themes:**

- Stress on establishing policies, practices (institutional racism)
- Much concern about the schools and the school resource officer
- Lots of support for creating a Diversity Committee

## Focus groups process

VISIONS also facilitated focus group discussions with participants representing various constituency groups in the community. Such constituency groups included groupings by race/ethnicity, gender, age, role in the community (i.e., employees of various town departments, schools).

The consultants designed a system of inquiry that, along with participants meeting in their constituency groups, was designed to promote participants' ability to speak freely about the successes and challenges that exist in the Town of Andover in general, and those successes and challenges that exist in the town with respect to diversity, equity and inclusion. To achieve this, the focus groups were conducted over several weeks, held virtually via a zoom platform.

Twenty-three 50 minute focus group interviews were held January 16 – February 22, with a variety of constituencies of community members and town employees, intended to gather cross sectional qualitative information on experiences and perceptions of the racial climate in Andover.

For the focus groups consultants focused on the participants' open, discussion based responses to the following questions:

- 1) What are the Town of Andover's strengths/what is working well in general?
- 2) What are strengths with respect to diversity, inclusion and equity?
- 3) What are some challenges, areas that need improving?
- 4) What is the impact of the racial climate on the participants?
  - a) In what ways do you feel valued and included as a member of your group?
  - b) In what ways do you feel devalued and excluded as a member of your group?
- 5) What are some changes or next steps that participants would recommend the town take on, moving forward?

## Focus groups process

### Challenges to the Focus groups process

A challenge to the focus group aspect of the assessment came up when the consultants were not able to meet in the focus groups with as large a random sample of community members as planned. This was due to the following complication: there had been 8 – 10 slots allotted for participants in each focus group; there was initial interest and registration for a full complement of focus group participants; yet when it came time for several of the groups to take place, fewer participants (than had signed up) actually appeared for the groups, despite several communications via email with confirmation of registration and links to the respective group sessions.

### Summary of Key Andover Strengths

Most of the survey responses and focus group participants consistently identified certain Andover strengths, including:

- Andover is welcoming, the town is organized
- Overall, the schools are seen as effective with school clubs, and improving in their attempts to sponsor inclusive events, and enhancing faculty and staff learning regarding DEI
- The town community services and groups are seen as strong, particularly the library and its programs, elder and youth services, Merrimack Valley Black and Brown Voices
- Andover's slowly growing diversity along with many well-intentioned community members
- The town's support for small business
- A supportive faith community
- Town leadership is seen as being committed to examining and addressing DEI concerns and issues, has stated an openness to change, has made efforts to increase affordable housing in the community, and has improved with regard to gender diversity

## Summary of Key Andover Challenges

Challenges include:

- Lack of diversity in many places: school staff/faculty and leadership, town employees and leadership, boards, elected officials
- Town, school employees and community members having varying degrees of ability (and needing to learn) to engage in or facilitate conversations regarding racial, ethnic, cultural and other differences, issues and challenges
- Overall need for more community-wide, cultural events, ongoing education and training on these issues
- Frequent incidence of demeaning comments, and use of stereotypes based on race, ethnicity and other identities (gender, class, etc.);
- Macro- and micro-aggressions by police, fire department employees and by students at school – one example, many reported via survey and focus group discussion that people of color have been consistently stopped without cause at a much higher rate than white community members;
- Low level of trust regarding the town's anticipated responses to challenges; belief by many community members, across racial lines, that the town does not effectively intervene when observing or made aware of incidents of concern; this is aligned with...
- The perception of significant communication-related challenges, including, sharing information with the community, and a reported low level of transparency about the pace and process for responding to concerns and incidents
- School curriculum viewed as not culturally responsive and relevant to a slowly growing diverse student population
- Some community members resistant to or hesitant about supporting efforts related to diversity equity and inclusion as noted by many comments in response to questions 14 and 16 of the survey
- The low level of racial diversity as compared to (and insular from) adjacent communities; the need for more affordable housing.



## Recommendations

Based on the data collected via both processes, the following recommendations are suggested:

1) Hiring a more diverse workforce is seen as one of the most needed and recommended action steps by the community. This includes hiring for greater diversity in the schools, in all town departments, particularly Fire and Police, and in leadership roles in many of the departments. This usually requires a thorough examination of existing practices, with an expanded lens to include job description write up and languaging, outreach and community engagement (where and how), hiring committee membership (diverse), skills and process, examination of resumes and qualifications, interview process (for example, can hire with DEI skills and experience with discussing as challenging oppression as part of the skill set needed), examine and enhance cultural responsiveness of the department in which the new employee is to be hired, sustainability of employee (set up for success);

2) Multiple DEI trainings of town employees, leadership, school staff/faculty, boards, elected officials, and interested community and faculty to build the skills to effectively participate in and implement a long-term initiative to improve the racial climate and culture in the community. *Such a process would address responses to Question 4 on the survey, providing the kind of practice that leads to greater comfort and skill in having/supporting these conversations and addressing the issues and challenges.* Such training would include opportunities for following facilitated elements;

- a. Learning/practicing multicultural tools, skills and processes to allow for cross cultural/cross level communication within meetings as well as informally
- b. Options to explore value of/institute caucus or affinity group work (race/ethnicity, gender, sexual orientation, etc.)

## Recommendations

### Training recommendations (continued)

c. Opportunity for all employees and leadership to improve skills for having cross cultural, challenging conversations; enhance problem solving using a multicultural lens; this, in turn, will support:

- i. Development of shared language
- ii. Greater awareness of intent and impact
- iii. Embracing the differences that exist among all
- iv. Holding selves and each other accountable
- v. Skills to interrupt micro-aggressions and more effectively manage implicit/unconscious bias
- vi. Practice and follow through in behavioral change
- vii. Improvement of quality of relationships across all levels
- viii. Leadership in its efforts to maintain a DEI lens as the town works towards its vision of enhanced inclusion and equity;

- 3) Institutional support for Commission on DEI to support its sustainability;
- 4) Examination and changing, where relevant, curriculum to include time and content related to these issues, including a mandatory social justice course for all students;
- 5) Encouraging an increase in classroom discussions regarding these issues, particularly when it overlaps with content; also in-time discussions when these issues are highlighted in the larger community (city, state, country, etc.);
- 6) Continue to enhance the process for engaging and developing strength of youth; leveraging youth voices/perspectives/impact (survey questions 9 and 13 related to belonging);
- 7) Increase practice of engaging community cultural events to facilitate additional cross-cultural engagement and learning (also survey questions 9 and 13 related to belonging);

## Recommendations

- 8) Increase transparency and effectiveness in communication – around responsiveness to incidents, policy changes, community projects, etc.
- 9) Support for leadership (and others as needed) in the form of coaching. This can be conducted through individual sessions with leadership or with a leadership team, to support engaging a multicultural lens in leadership's work
- 10) In addition to examining hiring policy and practice, re-examine other policies/practices, with a multicultural lens, to look for changes that would reflect needed enhancements regarding inclusiveness;
- 11) Promote reporting, including by providing greater clarity to community members on the process and importance of reporting incidents of discrimination, including harassment or retaliation (in addition to embracing training and cultural learning events, this willingness to hear more will continue to demonstrate leadership's commitment – Survey question 5);
- 12) Communicate regularly and effectively to the community on the progress and plans regarding Andover's ongoing efforts related to the issues raised by the community;
- 13) In appropriate time intervals and/or as needed, perform follow-up racial climate audits, to assess progress in addressing the core issues addressed by this assessment.

It is our experience that in order to create and sustain the desired enhancement in the climate and culture of communities like Andover, members of the community must regularly and effectively practice changes at all levels – over the long term - the interpersonal (behaviors) and the institutional (examination of and relevant revision of policies/curricula/practices).

## APPENDIX A

### **Town of Andover Assessment Survey**

This survey is a baseline assessment of your thoughts and feelings related to diversity, equity, and inclusion for the Town of Andover. There are no right or wrong answers. Please select the answer that best fits your experiences. Your answers will be completely private, and VISIONS, Inc. will not share any individually identifiable information. Your responses will remain strictly anonymous and summarized into common themes.

The survey should take approximately 15-20 minutes to complete. We much appreciate your participation.

**Scale: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree**  
**Please choose the response that best describes your thoughts, feelings, or experiences at the current time.**

1. I believe that racism is a concern in Andover.
2. I regularly interact with people from other cultural backgrounds in Andover.
3. I encourage people in Andover to share their unique cultural perspectives and experiences.
4. I frequently ask a person from a different group (race/ethnicity, religion, gender, sexual orientation, ability, etc.) about how my behavior has impacted them.
5. Town leadership's management decisions reflect a commitment to diversity, equity, and inclusion in/for the community.

6. Please rate your level of comfort interacting with the following public services in Andover:  
**Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable, Uncomfortable, Very Uncomfortable**

Town Management

**Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable, Uncomfortable, Very Uncomfortable**

Schools

**Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable, Uncomfortable, Very Uncomfortable**

Fire Department

**Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable, Uncomfortable, Very Uncomfortable**

Police

**Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable, Uncomfortable, Very Uncomfortable**

## **APPENDIX A (continued)**

Other town services (ie. Library, Recreation department. etc.)

**Very comfortable, Comfortable, Uncomfortable, Neither Comfortable nor Uncomfortable, Very Uncomfortable**

Business community

**Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable Uncomfortable, Very Uncomfortable**

Faith communities

**Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable Uncomfortable, Very Uncomfortable**

Healthcare

**Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable Uncomfortable, Very Uncomfortable**

**For the remainder: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree**

- 7) Andover is welcoming to businesses led by marginalized groups.
- 8) Town management and services respond appropriately in responding to incidents around race.
- 9) I can be my full, authentic self in Andover.
- 10) I can raise issues about unfair treatment without fear of consequences.
- 11) Does the Town address concerns related to diversity, equity, and inclusion?
- 12) Should the Town of Andover do more to address diversity, equity, and inclusion?
- 13) I feel a sense of belonging in Andover.

### **Open-Ended Questions**

Please describe 1- 2 of the Town of Andover's strengths with respect to diversity, equity, or inclusion:

Please describe 1- 2 of the Town of Andover's challenges with respect to diversity, equity, or inclusion:

Please identify 1- 2 changes or next steps you would recommend for the Town of Andover with respect to diversity, equity, or inclusion:

## **APPENDIX A (continued)**

### **Demographic Questions :**

#### **What is your racial/ethnic identity?**

- Black /African Descent
- Indigenous /Native American
- Hispanic
- Asian /Pacific Islander
- White /European Descent
- Bi-racial /Multi-racial
- Other

#### **What is your gender identity?**

- Male
- Female
- Transgender, Gender Queer, Gender Non-binary

#### **What is your community role? (check all that apply)**

- Live in Andover
- Work in Andover

#### **Age**

- under 20
- 21 - 30
- 31 - 45
- 46 - 60
- 61 - 75
- 75 +

Thank you for participating in this survey!

## APPENDIX B

### 安迪弗鎮 評估調查

此調查是您對 Andover

鎮多樣性、公平和包容性的想法和感受的基線評估。沒有正確或錯誤的答案。請選擇最適合您體驗的答案。您的答案將完全保密，VISIONS 公司不會共用任何個人身份資訊。您的回答將保持嚴格匿名，並總結為共同的主題。完成調查大約需要 15-20 分鐘。我們非常感謝您的參與。

請選擇最能描述您當前想法、感受或經歷的回答。

请选择最能描述您当前想法，感受或经历的回复。

规模：非常同意, 同意, 既不同意也不反对, 不同意, 非常不同意

1. 我相信種族主義是阿多弗的一個問題。
2. 我經常與來自來自其他文化背景的人互動。
3. 我鼓勵在安迪弗的人分享他們獨特的文化觀點和經驗。
4. 我經常問一個不同群體（種族/種族、宗教、性別、性取向、能力等）的人，我的行為如何影響他們。
5. 鎮領導的管理決策反映了對多樣性、公平和融入社區的承諾。

6. 請評價您與 Andover 以下公共服務互動的舒適程度

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

城鎮管理

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

學校

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

消防局

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

## APPENDIX B (continued)

警察

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

其他城鎮服務 (即圖書館, 娛樂部。等)

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

商業社區

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

信仰社區

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

医疗保健

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

对于其余: 非常同意, 同意, 既不同意也不反對, 不同意, 非常不同意

- 7) Andover 對由邊緣化群體領導的企業表示歡迎。
- 8) 城镇管理和服务部门对种族事件做出适当反应。
- 9) 我可以成為我在《在安迪弗》中完全、真實的自我。
- 10) 我可以提出不公平待遇的問題, 而不必擔心後果。
- 11) 該鎮是否解決與多樣性、公平和包容性相關的問題。
- 12) 如果安迪弗鎮在解決多樣性、公平和包容性方面做更多工作。
- 13) 我在《阿多弗》中有一種歸屬感。

评论框: 开放式问题 請描述

- Andover 鎮在多樣性、公平性或包容性方面的優勢的 1- 2:
- 請描述 Andover 鎮在多樣性、公平性或包容性方面的挑戰的 1- 2 :
- 請確定 1 - 2 個更改或下一步, 你會推薦為安迪弗鎮尊重  
多樣性、公平性或包容性 :



### 人口统计学问题

#### 你的種族/民族身份是什麼？

- 黑色/非洲裔
- 土著/美国原住民
- 西班牙裔
- 亚洲/太平洋岛民
- 白色/欧洲血统
- 种族/多种族
- 其他

#### 你的性別認同是什麼？

- 男
- 女
- 变性，性别酷儿，性别非二元

#### 您的社區角色是什麼？（檢查所有適用項）

- 住在安多弗
- 在安多弗工作

#### 年齡

- 20岁以下
- 21 - 30
- 31 - 45
- 46 - 60
- 61 - 75
- 75 +

感謝您完成問卷調查！

## APPENDIX C

### **Town of Andover Assessment Survey**

Esta encuesta es una evaluación básica de sus pensamientos y sentimientos relacionados con la diversidad, la equidad y la inclusión para la ciudad de Andover. No hay respuestas correctas o incorrectas. Por favor, seleccione la respuesta que mejor se adapte a sus experiencias. Sus respuestas serán completamente privadas, y VISIONS, Inc. no compartirá ninguna información de identificación individual. Sus respuestas permanecerán estrictamente anónimas y resumidas en temas comunes. La encuesta debe tardar aproximadamente 15-20 minutos en completarse. Agradecemos mucho su participación.

Por favor, elija la respuesta que mejor describa sus pensamientos, sentimientos o experiencias en el momento actual.

**Escala: Totalmente de acuerdo, Aceptar, Ni de acuerdo ni en desacuerdo, Desacuerdo, Totalmente en desacuerdo**

1. Creo que el racismo es una preocupación en Andover.
2. Regularmente interactúo con personas de otros orígenes culturales en Andover.
3. Animo a las personas de Andover a compartir sus perspectivas y experiencias culturales únicas.
4. Con frecuencia pregunto a una persona de un grupo diferente (raza/etnicidad, religión, género, orientación sexual, capacidad, etc.) sobre cómo mi comportamiento les ha impactado.
5. Las decisiones de gestión del liderazgo de la ciudad reflejan un compromiso con la diversidad, la equidad y la inclusión en/para la comunidad.

**6. Por favor, califique su nivel de comodidad interactuando con los siguientes servicios públicos en Andover:**

**Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo**

Administración de la ciudad

**Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo**

Escuelas

**Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo**

Bomberos

**Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo**

Policía

**Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo**

## APPENDIX C (continued)

Otros servicios de la ciudad (es decir. Biblioteca, Departamento de Recreación. etc.)

**Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo**

Comunidad empresarial

**Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo**

Comunidades de fe

**Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo**

Atención sanitaria

**Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo**

**Para el resto:**

**Totalmente de acuerdo, Aceptar, Ni de acuerdo ni en desacuerdo, Desacuerdo, Totalmente en desacuerdo**

- 7) Andover acoge con beneplácito las empresas lideradas por grupos marginados.
- 8) La administración de la ciudad y los servicios responden adecuadamente al responder a los incidentes alrededor de la carrera.
- 9) Puedo ser mi yo completo y auténtico en Andover.
- 10) Puedo plantear cuestiones sobre el trato injusto sin temor a las consecuencias.
- 11) La Ciudad aborda las preocupaciones relacionadas con la diversidad, la equidad y la inclusión?
- 12) En caso de que la ciudad de And además haga más para abordar la diversidad, la equidad y la inclusión?
- 13) Siento un sentido de pertenencia en Andover.

**Cuadro COMENTARIOS: Preguntas abiertas:**

- Describa 1- 2 de las fortalezas de la Ciudad de Andover con respecto a la diversidad, la equidad o la inclusión:
- Describa 1- 2 de los desafíos de la Ciudad de Andover con respecto a la diversidad, la equidad o la inclusión:
- Por favor, identifique 1- 2 cambios o los siguientes pasos que recomendaría para la Ciudad de Andover con respecto a diversidad, equidad o inclusión:

## **APPENDIX C (continued)**

### **Preguntas demográficas**

#### **¿Cuál es su identidad racial/étnica?**

- Ascendencia Africana o Negra
- Indígena / Nativo Americano
- Hispano
- Asiático / Isleño del Pacífico
- Ascendencia Blanca / Europea
- Bi-racial / Multi-racial
- Otro

#### **¿Cuál es su identidad de género?**

- Masculino
- Mujer
- Transgénero, género queer, género no binario

#### **¿Cuál es su función comunitaria? (marque todas las que correspondan)?**

- Vive en Andover
- Trabajar en Andover

### **Edad**

- menos de 20
- 21 – 30
- 31 – 45
- 46 – 60
- 61 – 75
- 75 +

¡ Gracias por participar!